

2019

Fortune 500 Employment Brand Report

Strategic collaboration in the era of
hyper-personalized candidate experience



Introduction

Five years of employment brand research

The talent landscape is ever-evolving. For the past five years, WilsonHCG has conducted employment brand research and reported on how the employee-employer relationship has changed considerably.

You're now expected to have insight into your talent pool - and each individual candidate. Possessing this information isn't enough. You must leverage it to improve your employment experience and, therefore, your employment brand. Being agile is a strategic advantage in the war for talent.

As we have in the past, WilsonHCG analyzed the employment brand efforts of each of the Fortune 500 companies to establish which ones have the strongest strategy. The Fortune 500 Employment Brand Report not only identifies trends from this data, but highlights examples of powerful employment brand elements to serve as a guide for thousands of other companies.

Our first Fortune 500 Employment Brand Report in 2015 was inspired by the curiosity of how companies leveraged their employment brands to better attract and retain talent. We

knew companies that made an effort to promote a genuine employment brand had an advantage over their competitors, but which elements had the biggest impact?

In the latest data, some of the world's most successful organizations are using employment branding as a strategic imperative - a cross-functional initiative that drives business goals - rather than just a strategic advantage.

The Fortune 500 companies that are highly ranked in this analysis are known for their various employee-focused efforts. For example, **Johnson & Johnson (#1)**, which has landed the No. 1 spot for four consecutive years, has an extensive and engaging career site.

The **Johnson & Johnson (#1)** career site gives candidates the opportunity to envision themselves in the day-to-day. You'll also find explicit information about the hiring process so candidates are fully prepared and know what to expect if they apply.

Three companies that ranked in the top 20 of this report have faced major public crises over the past 12 months: **General Electric (#5)**, **Wells Fargo (#7)** and **Facebook (#11)**.

Although each struggled to maintain a positive public image, they all modernized and personalized their employment brand efforts to improve relationships with candidates and employees.

Facebook (#11), for example, launched a new career website that focuses on employee experience. Candidates gain a clear understanding of the company's culture from those who work there. As a result, the site contributed to its rise from 69th place in our 2018 report to 11th place in our 2019 report.



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Expectation for a hyper-personalized experience

Today's candidates hold potential employers to a high standard. They expect an individual, hyper-personalized experience. Think about it: If they're accustomed to this treatment in all other aspects of life, why not in their job search?

By 2020, those aged between 18 and 35 will account for up to 50 percent of the workforce.¹ Candidates from this generation never knew a world without technology. They have come to expect personalized internet search results and tailored recommendations when it comes to on-demand entertainment and shopping.

Effective employment brand strategies must deliver an individualized recruitment experience based on candidates' preferred engagement channels and personal priorities. It's driven by the accessibility of intelligent technology and increased competition for top talent.

Another important evolution in employment branding is how it's perceived by temporary talent. Historically, organizations didn't have dedicated strategies for the contingent workforce. With contingent talent comprising up to 36 percent of some organizational workforces³, this segment cannot be overlooked.

In short: Employment brand strategies must be holistic and target all employees, not just permanent workers.

While the marketing, branding, human resources (HR) and talent acquisition teams, along with executive leadership, are held accountable for the essence of the employment brand, it is the sum of all employees' actions that make it successful.

A candidate-centric hiring strategy requires cooperation from all business units. An entire organization - and its employees' contributions, attitudes and narratives - is responsible for earning the designation of employer of choice.

Collaboration is key to a strong employment brand. Marketing, branding, human resources and talent acquisition teams must work together to execute a holistic strategy, and executive leadership must rally all business units for support.

In this report, we break down employment brand best practices at each point in the candidate lifecycle - from sourcing to employment - and highlight the Fortune 500 companies that are doing it well.



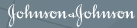

























1. <https://www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf>

2. <https://www.glassdoor.com/about-us/brandawareness/>

3. <https://www.upwork.com/press/2017/10/17/freelancing-in-america-2017/>

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Top 20 Companies

RANK	COMPANY	SCORE	INDUSTRY AVERAGE
1	 Johnson & Johnson	87	66
2	 Salesforce.com	83	75
3	 JPMorgan Chase	82	61
4	 Marriott International	81	61
5	 General Motors	80	50
	 General Electric		62
7	 Wells Fargo	78	61
	 3M		53
	 ADP		60
10	 Procter & Gamble	77	56
11	 Microsoft	76	75
	 Lockheed Martin		61
	 Facebook		54
	 Northrop Grumman		61
	 Charles Schwab		58
16	 Cummins	75	62
17	 Intel	74	60
	 CDW		65
19	 Starbucks	73	48
20	 AT&T	72	57
	 Verizon		57
	 Cisco Systems		58
	 Allstate		49
	 Nike		57
	 American Family Insurance Group		49
	 Hershey		56



Johnson & Johnson

P&G

Johnson & Johnson has secured the top spot for four years in a row.

Procter & Gamble has ranked in the top 20 for four consecutive years.

Nike ranked in the top 20 for the first time this year.



Top 100 Employment Brand Rankings

Rank	Company	Industry	Score
1	 Johnson & Johnson	Pharmaceuticals	87
2	 salesforce.com	Computer Software	83
3	 JPMorgan Chase	Commercial Banks	82
4	 Marriott International	Hotels, Casinos, Resorts	81
5	 General Motors	Motor Vehicles and Parts	80
	 General Electric	Industrial Machinery	
7	 Wells Fargo	Commercial Banks	78
	 3M	Miscellaneous	
	 ADP	Diversified Outsourcing Services	
10	 Procter & Gamble	Household and Personal Products	77
11	 Microsoft	Computer Software	76
	 Lockheed Martin	Aerospace and Defense	
	 Facebook	Internet Services and Retailing	
	 Northrop Grumman	Aerospace and Defense	
	 Charles Schwab	Securities	
16	 Cummins	Industrial Machinery	75
17	 Intel	Semiconductors and Other Electronic Components	74
	 CDW	Information Technology Services	
19	 Starbucks	Food Services	73
20	 AT&T	Telecommunications	72
	 Verizon	Telecommunications	
	 Cisco Systems	Network and Other Communications Equipment	
	 Allstate	Insurance: Property and Casualty (Stock)	
	 Nike	Apparel	
	 American Family Insurance Group	Insurance: Property and Casualty (Stock)	
	 Hershey	Food Consumer Products	
27	 UnitedHealth Group	Health Care: Insurance and Managed Care	71
	 Alphabet (Google)	Internet Services and Retailing	
	 Dell Technologies	Computers, Office Equipment	
	 AbbVie	Pharmaceuticals	
	 Eli Lilly	Pharmaceuticals	
	 Amgen	Pharmaceuticals	
	 Hilton Worldwide Holdings	Hotels, Casinos, Resorts	
34	 Walmart	General Merchandisers	70
	 CVS Health	Health Care: Pharmacy and Other Services	
	 Nationwide	Insurance: Property and Casualty (Mutual)	
	 Merck	Pharmaceuticals	
	 Kimberly-Clark	Household and Personal Products	
	 Monsanto	Chemicals	
	 Stryker	Medical Products and Equipment	
	 Adobe Systems	Computer Software	
	 Owens Corning	Building Materials, Glass	
	 Clorox	Household and Personal Products	
44	 Amazon.com	Internet Services and Retailing	69
	 HP	Computers, Office Equipment	
	 Oracle	Computer Software	
	 Raytheon	Aerospace and Defense	
	 Thermo Fisher Scientific	Scientific, Photographic and Control Equipment	
	 Oshkosh	Construction and Farm Machinery	
	 S&P Global	Financial Data Services	
	Booz Allen Hamilton	Information Technology Services	

Top 100 Employment Brand Rankings

Rank	Company	Industry	Score
52	 Bank of America Corp.	Commercial Banks	68
	 MetLife	Insurance: Life, Health (Stock)	
	 PepsiCo	Food Consumer Products	
	 Travelers Cos.	Insurance: Property and Casualty (Stock)	
	 Texas Instruments	Semiconductors and Other Electronic Components	
	 Dominion Energy	Utilities: Gas and Electric	
	 Corning	Electronics, Electrical Equip.	
60	 Huntington Ingalls Industries	Aerospace and Defense	67
	 Exxon Mobil	Petroleum Refining	
	 McKesson	Wholesalers: Health Care	
	 IBM	Information Technology Services	
	 Freddie Mac	Diversified Financials	
	 Target	General Merchandisers	
	 Goldman Sachs Group	Commercial Banks	
	 Progressive	Insurance: Property and Casualty (Stock)	
	 Southwest Airlines	Airlines	
	 Bristol-Myers Squibb	Pharmaceuticals	
	 DaVita	Health Care: Medical Facilities	
	 General Mills	Food Consumer Products	
	 Lam Research	Semiconductors and Other Electronic Components	
73	 Rockwell Collins	Aerospace and Defense	66
	 Cardinal Health	Wholesalers: Health Care	
	 TIAA	Insurance: Life, Health (Mutual)	
	 Capital One Financial	Commercial Banks	
	 Abbott Laboratories	Medical Products and Equipment	
	 U.S. Bancorp	Commercial Banks	
	 Whirlpool	Electronics, Electrical Equip.	
	 Synchrony Financial	Diversified Financials	
	 BNY Mellon	Commercial Banks	
	 Gap Inc.	Specialty Retailers: Apparel	
	 Principal Financial	Insurance: Life, Health (Stock)	
	 Eastman Chemical	Chemicals	
	 PVH	Apparel	
	 Cintas	Diversified Outsourcing Services	
86	 Chevron	Petroleum Refining	65
	 Boeing	Aerospace and Defense	
	 Aetna	Health Care: Insurance and Managed Care	
	 FedEx	Mail, Package, and Freight Delivery	
	 TJX	Specialty Retailers: Apparel	
	 Coca-Cola	Beverages	
	 ConocoPhillips	Mining, Crude-Oil Production	
	 Devon Energy	Mining, Crude-Oil Production	
	 Ecolab	Chemicals	
	 FirstEnergy	Utilities: Gas and Electric	
	 Nvidia	Semiconductors and Other Electronic Components	
	 eBay	Internet Services and Retailing	
	 Eversource Energy	Utilities: Gas and Electric	
	 Erie Insurance Group	Insurance: Property and Casualty (Mutual)	
	 NCR	Computers, Office Equipment	

Industry Insights

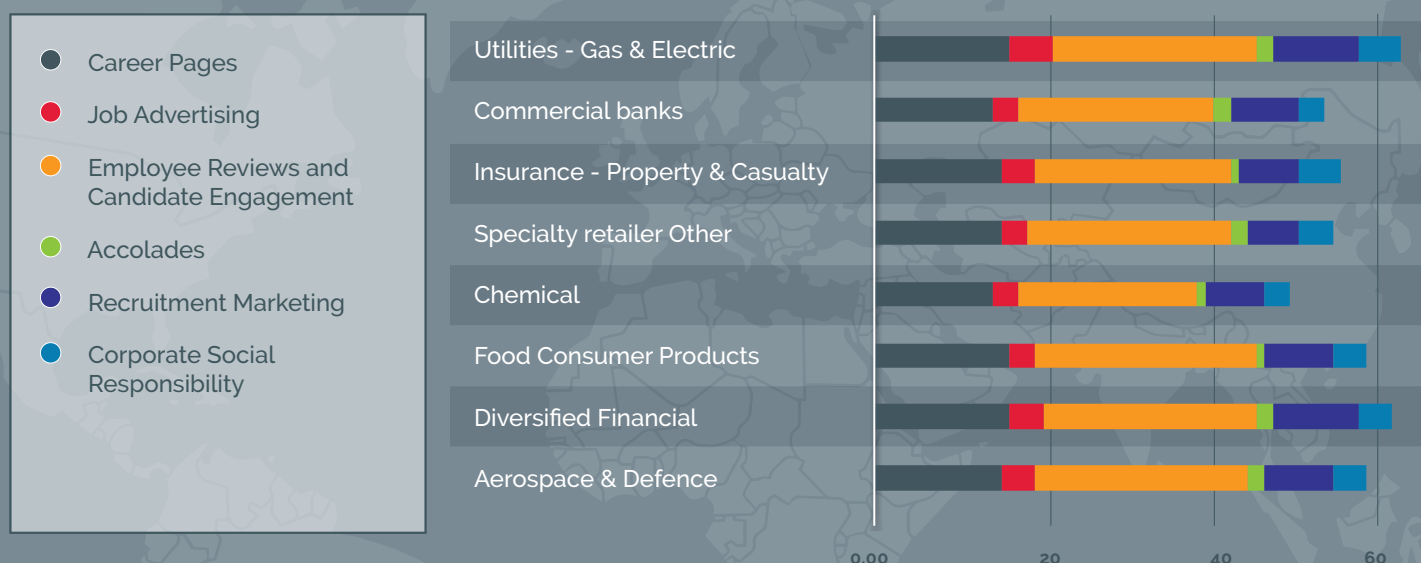
Ranking the Fortune 500 companies allows us to distinguish which organizations' employment brands are top-rated. But, comparing businesses within the same industry provides another layer of insight.

For the 2019 Fortune 500 Employment Brands Report, we looked at the eight industries that hold the most Fortune 500 companies and highlighted the leaders for each industry.

Additionally, you'll learn how the industries, on average, value the six employment brand categories as compared to their peers. This reveals which employment brand elements each industry should consider strengthening.

RANK	COMPANY	INDUSTRY	SCORE	
3	JPMORGAN CHASE & CO.	JP Morgan Chase	Commercial Banks	82
11	LOCKHEED MARTIN	Lockheed Martin	Aerospace and Defense	76
20	ALLSTATE	Allstate	Insurance: Property and Casualty	72
20	HERSHEY	Hershey	Food Consumer Products	72
52	DOMINION	Dominion	Utilities: Gas and Electric	68
60	FREDDIE MAC	Freddie Mac	Diversified Financials	67
73	EASTMAN	Eastman Chemical	Chemicals	66
101	BEST BUY	Best Buy	Specialty Retailer (Other)	64

The top-ranking business in each industry as compared to the average score of all other Fortune 500 companies within that sector.



The average ranking of all Fortune 500 companies within the same industry for each category of data analysis.

Employment brand throughout the candidate journey

Job seekers have multiple interactions with an organization's employment brand throughout the candidate journey. To better analyze the employment brand at each interaction, we split it into four key stages: Awareness and Attraction, Recruitment, Candidate Experience and Employee Experience. Within each category, you'll discover the highest-performing companies, trends and insights gleaned from the research and tips you can apply to your own employment brand initiatives.

100
TOTAL POINTS

13

Employee Experience

Accolades - 7

Accolades build a sense of trust and provide credibility of an organization's achievements. They also help promote your brand.

Corporate social responsibility (CSR) - 6

Companies that value CSR are showing they care more about people than profits. And candidates want to work for organizations that take stock in their community.

31

Recruitment

Job advertising - 7

Job advertising strategies should encompass a combination of job board advertisements and social media campaigns. The purpose of job advertising is to reach a wide audience, but not at the expense of delivering quality candidates. The focus should be engagement with candidates who meet your skill and location requirements.

Career websites - 24

Whether candidates were captured by recruitment marketing or job advertising, they'll typically visit your company career site to learn more about the opportunity. Career websites should demonstrate what employers have to offer, give insight into your company culture and ultimately persuade candidates to apply.

36

Candidate Experience

Employee reviews and candidate experience - 36

Once candidates have engaged with a brand, they will validate findings with third-party sources, such as Glassdoor or Indeed. This additional perspective showcases unfiltered feedback from other candidates and current and past employees.

20

Awareness & Attraction

Recruitment marketing - 20

Recruitment marketing is typically the first point of contact between a candidate and a brand. These efforts promote the employment brand through various channels and entice candidates to consider working for your organization.

Awareness & Attraction

It's essential for recruitment marketing campaigns to feature compelling stories of employment from the mouths and minds of the workforce. Differentiation lies in companies' content and distribution strategy.

RECRUITMENT MARKETING

- ✓ Talent community (5 points)
- ✓ Company blog (2 points)
- ✓ Career-specific social media pages referenced on website (4 points)
- ✓ Corporate social media pages referenced on website (4 points)
- ✓ Indexing hashtag representing company culture (1 point)
- ✓ Showcasing culture and testimonials through external sources (1 point)
- ✓ Veteran recruitment (1 point)
- ✓ University recruitment (1 point)
- ✓ Inclusion and diversity recruitment (1 point)

Data proves recruitment marketing is the most overlooked element of an employment brand. Case in point: 73 percent of Fortune 500 companies scored 10 or fewer points out of a possible 20. And 25 organizations failed to score any points.

Recruitment marketing trends

On-demand engagement

Intelligent technology has worked its way into every aspect of our lives - and employment branding is no exception. To aid recruitment marketing efforts, companies are leveraging cognitive computing, artificial intelligence and virtual reality to deliver a personalized experience for candidates.

The **Marriott International (#4)** uses a chatbot on its website to answer candidates' initial questions. This enables candidates to start the engagement process at their convenience, without having to wait for a recruiter to become available.

Talent communities

The rise of the gig economy has provided candidates with more on-demand job opportunities than ever before. This increased freedom to step away from traditional job structures means you must actively engage passive candidates.

Setting up talent communities is no longer enough. Candidates expect to regularly receive recruitment marketing material and engage in career and industry discussions. This is essential to building an interested pipeline of candidates and a loyal employee base.

Holistic workforce

Procurement departments traditionally manage contingent employees, which accounts for up to 36 percent of the workforce.⁴ But companies are shifting to a more inclusive approach to managing the entire workforce. Procurement is expected to work closely with the human resources department to ensure all employees - temporary or permanent - experience the same authentic employment brand.

4. www.upwork.com/press/2017/10/17/freelancing-in-america-2017/

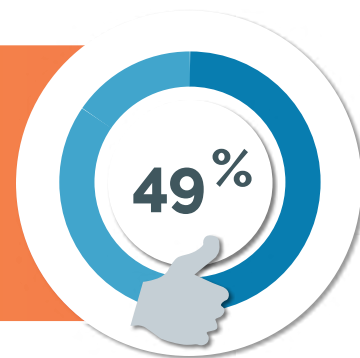
#1

J&J

Johnson & Johnson (#1) has topped the rankings for the last four years and was the only company to score 20 out of 20 in this category.



Employers that used social media in hiring found a 49 percent improvement in candidate quality over candidates sourced only through traditional recruiting channels.⁵



Diversity and inclusion

Leading Fortune 500 companies understand the importance of diverse and inclusive cultures. But diverse language and inclusive pictures in recruitment marketing materials don't cut it. You must empower employees to tell their individual, genuine employment stories.

Hershey (#20) promotes its diverse and inclusive culture on its career website through its explanation of Business Resource Groups (BRGs). These work groups are designed to support an inclusive work environment and include: Abilities First, African American, Asian, genH(Generations), Latino, Prism (LGBTQ and Allies Affinity Group), Veterans and Women's groups.

Content tailored toward minority communities makes these groups feel like they are not only welcome but valued. Think beyond veterans and university graduates to those who have taken extended leaves of absence from the workforce and more.

United Technologies (#178) invites individuals who have taken a career break of two or more years to get coaching to smooth their transition back to work. Professionals who participate get paid, on-the-job experience while easing their return into the workforce.

Verizon (#20) has a military skills matcher on its website that enables candidates to search careers that closely match with their military service.

Graduate recruitment

Employers have long understood the value of being associated with colleges and universities as a means to recruit entry-level candidates. **Southern Company (#106)** has expanded its reach to secondary education students and teachers. It has developed content to encourage young people to consider careers in STEM (science, technology, engineering, and math), which is suffering from a critical skills shortage.

Collaboration in recruitment marketing

Employment brand messaging

Most importantly, employment brand messaging must be authentic. Consider evaluating your company culture before creating employment branding collateral to ensure it aligns with employees' feelings. Human resources teams should work with marketing and branding teams to tell employment stories in a way that will grab the attention of candidates and inspire them to engage with the brand.

Employment branding goes beyond the key messages in the content though. Just as important are how and where content is shared. The promotion of recruitment marketing material must be company-wide - both internally and externally. And candidates expect to have constant access to employment information that is relevant and personalized.

Talent community engagement

As talent communities become more segmented based on role type, location and affinity groups, it's just as important for the recruitment marketing approach to mirror that. Of utmost importance is the level of engagement you gain from your employment brand materials, so the more tailored the material, the better.

Summary

The most effective recruitment marketing strategies are the result of company-wide collaboration. This ensures each business unit gets what it needs from the efforts, whether it's lead generation or nurturing talent communities. You must continuously improve the employment brand collateral and distribution approach based on candidate and employee feedback - and the success of your campaigns.



Recruitment

The post-and-pray strategy for job advertising has been obsolete for years, but our research suggests talent acquisition teams are still failing to take full advantage of modern job advertising channels.

JOB ADVERTISING

- ✓ On designated job boards (3 points)
- ✓ On designated social media sites (4 points)



The result of our job advertising analysis suggests companies understand the value of posting to a variety of job boards, but underestimate the impact of social media when it comes to promotion.

ADP (#7), Raytheon (#44), PepsiCo (#52) and Fiserv (#115) achieved perfect scores in this category. Another 40 organizations fell just short of achieving full marks – receiving six out of seven points.

Job advertising trends

Promotion strategy

Top Fortune 500 companies are taking an omni-channel approach to job promotion. Employers with high scores in this category, including **ADP (#7)**, **General Motors (#5)** and **Northrop Grumman (#11)**, post to a variety of job boards to reach a wider audience.

When using multiple job boards, be sure messaging is uniform across platforms. A consistent company voice is essential to delivering a seamless candidate experience. Job seekers should be able to move from platform to platform and recognize your company's brand.

Ad content

Including videos, namely company culture or day-in-the-life videos, in job descriptions is becoming increasingly popular - and for good reason. Job ads with videos are viewed 12 percent more than those without, and HR teams that use videos receive a 34 percent increase in application rate.⁶

Predominance of social media

Today, 79 percent of job seekers use social media in their job searches.⁷ This figure will continue to grow as new generations entering the workforce default to digital when any new task arises. They've grown up in a world surrounded by technology and social media so they expect brands to have a strong digital presence.

Social media platforms are beginning to recognize their influence in talent acquisition and are facilitating ways users can easily post and promote job opportunities to their audiences. For example, social websites are providing open APIs so they can be synced directly with company techstacks.

6. http://hiring.careerbuilder.co.uk/hubfs/Resources/Downloads/Whitepaper_-_Peak_posting_performance.pdf

7. www.pewinternet.org/2015/11/19/searching-for-work-in-the-digital-era/



Online job boards are still important to today's candidates: 51 percent say their preferred source for finding a new job opportunity is a job website.¹¹

Social media is not only ideal for engaging active and passive candidates, but it's a good tool for showcasing your employment brand and sharing tailored content. **PepsiCo (#52)** uses Twitter to draw attention to the awards it's won and its corporate social responsibility initiatives. Links take potential candidates directly to its career site.



Candidates spend less than a minute (49 seconds on average) reading a job advertisement or role description before deciding whether to move on.⁸

Collaboration in job advertising

Talent priorities

A successful talent acquisition strategy via social media requires marketing, branding, human resources and talent acquisition teams to work together to build a plan that achieves all their goals. Because social media can be leveraged for a variety of recruitment needs, you must determine your talent priorities before creating a plan.

Social media has become a never-ending resource for candidates - from professional engagement on LinkedIn to researching company stances on Twitter. Your social media presence must align across all platforms to deliver a consistent message to candidates.

Digital expertise required

While the responsibility for posting on job boards typically lies with the HR and talent acquisition teams, marketing teams may possess the digital knowledge required to successfully post and promote an ad.

The introduction of Google Jobs is an example of the cross-team collaboration required when it comes to job ads.⁹ To ensure ads appear on Google's job search function, you must post positions on third-party job sites that are integrated with Google. Or, you can use Google directly.¹⁰

In order to integrate with Google directly, your marketing team can edit the HTML of your job postings to make posts indexable. In addition, job posting structured data needs to be added to job listings so Google identifies these posts as job ads. Without knowledge-sharing, HR teams may miss out on this opportunity and others, such as SEO best practices that improve rankings.

8. <https://blogs.wsj.com/atwork/2013/05/02/how-we-really-read-job-ads/>

9. www.cv-library.co.uk/recruitment-insight/how-to-get-your-jobs-on-google-guide/

10. www.blog.google/around-the-globe/google-europe/helping-more-people-uk-find-their-next-job/

11. www.glassdoor.com/about-us/salary-and-benefits-are-most-important-for-u-s-workers-and-job-seekers-looking-at-job-ads-according-to-glassdoor-survey/

Summary

It's imperative your organization aligns its digital recruitment strategies across the company, prioritizing talent goals and working together to execute effectively. Smarter posting, including publishing and promoting roles on multiple social media sites, targeting niche groups to reach more diverse audiences and cross-posting on several job boards, will strengthen recruitment efforts.

fiserv.

NORTHROP GRUMMAN

ADP

PEPSICO

GM

Raytheon



CAREER WEBSITE

- ✓ Career website (2 points)
- ✓ Mobile-enabled career website (2 points)
- ✓ Information on benefits, company perks & culture on career website (3 points)
- ✓ Multimedia content demonstrating inclusion & diversity on career website (4 points)
- ✓ Informative job descriptions on career website (5 points)
- ✓ Critical talent segmentation on career website (1 point)
- ✓ Ability to communicate via a chatbot, pre-application, on career website (1 point)
- ✓ Interview process/hiring criteria on career website (2 points)
- ✓ Employee testimonies via video on career website (4 points)



P&G

There were no perfect scores in the career website category. **Procter & Gamble (#10)** scored the highest in the category, with 23 out of 24 points.

Career websites are arguably the most important factor in attracting talent. Studies have shown that candidates who find out about job opportunities through other sources, like social media or referrals, head straight to a company career site to further investigate.

Career websites act as a hub for everything employment-related. They provide candidates with insight into company culture and values, information about career progression opportunities and details about employment benefits.

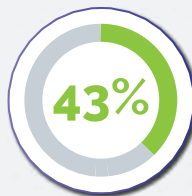


There is a significant gap between businesses that have strong career websites and those that don't. The top 100 companies in the career website category scored 182 percent better than the bottom 100.

Career website trends

Automating the candidate experience

Organizations are using intelligent technology, from artificial intelligence (AI) to robotic process automation (RPA), to improve the candidate experience. Consider using chatbots to answer candidates' initial questions or conduct the first screening. It'll help convert candidates at the top of the funnel and move them along the candidate journey more quickly.



of recruiters believe the use of AI in talent acquisition will help to make their jobs better.¹²

58% of people said the state of a company's technology plays a part in their decision about where they want to work.¹³



Virtual reality

In 2018, **Walmart (#34)** rolled out virtual reality (VR) training to its associates throughout the United States.¹⁴ The pilot program found VR training improved confidence, retention and overall employee test scores. Other studies have shown VR simulations in bias training can increase empathy and decrease bias.¹⁵

It's not all work and no play though. VR can also be used to create fun, skills-based games in the recruitment process that fast-track candidates who score well.

Mobile-first websites

Everyone has a smartphone these days. And they're using it to complete any online tasks on their to-do list, including searching and applying for jobs. Candidates want to be able to engage with employers on their terms, on a device they choose, at a time that suits them.

Additionally, internet search providers, like Google, prioritize mobile-friendly websites in search results. So, be sure your career website delivers a seamless mobile user experience.

Video interviews

Video interviewing has long solved the issue of distance between candidates and hiring managers, but the tool is becoming more robust thanks to advances in technology.

AI will soon recognize candidates' facial expressions to evaluate the honesty of candidates. It will also recognize a candidate's mood and assess personality traits to determine fit.

Using video interviewing tools to give virtual tours of company headquarters are also proving popular, particularly at recruitment events.



of candidates say diversity and inclusion initiatives are among the top elements that have the greatest influence on their decision to join an organization.¹⁶

Career paths

Top organizations map out potential career paths on their websites to give candidates a glimpse into what the future may hold. As a company, you are conducting strategic workforce planning anyway, so why not share this information with candidates to get them excited about the current open opportunities?

Cisco Systems (#20) gives job seekers the chance to read stories from current employees about how they've progressed within the business. It also has a dedicated hashtag (#WeAreCisco) for social media so employees can share their career progression and stories about life at Cisco.

Role-specific content

Leading Fortune 500 companies have separate career landing pages for each department, for example, engineering, marketing, sales and finance. Having department-specific areas on career sites helps job seekers find the most relevant information for their skill sets and desired career paths.

Google (#27) includes topic-related news articles, blog posts and current opportunities on its department-specific career landing pages. Each career site also defines potential career paths within the business unit.

13. www.insight.com/content/dam/insight-web/en_US/pdfs/hbr/hbr-the-connected-workforce-report.pdf

14. <https://blog.walmart.com/innovation/20180920/how-vr-is-transforming-the-way-we-train-associates>

15. www.ncbi.nlm.nih.gov/pmc/articles/PMC5912078/

16. www.glassdoor.co.uk/blog/one-third-employers-expect-increase-investment-in-diversity-inclusion-programmes-next-year/

49% of candidates say company values are still the most important piece of marketing content.¹⁷

Culture and values

Nationwide (#42) has a cultural match questionnaire for candidates on its website. If respondents are deemed a match, they are directed to the career website with current opportunities. Those who fail to make a match based on the short survey are politely informed their values differ but they're welcome to view current openings. This screening tool saves time for both the candidate and Nationwide recruitment professionals so neither get too far in the process before realizing the cultural misalignment.

Employee stories

Candidates expect to see employee testimonials through curated social media posts or corporate videos on a company's website. Stock imagery is long gone and has been replaced by photos and videos of current employees, as shown throughout **CDW's (#17)** website.

Employee stories can range from career progression and development opportunities to passion projects and the impact of corporate social responsibility (CSR) initiatives. Candidates want to get a feel for what it's like to work at your company and that includes every aspect of the employee experience.

Developing employees

Learning and development (L&D) programs not only help organizations reach business objectives through the advancement of employees, but they contribute to an engaged workforce. Research has shown two in three workers have quit roles due to a lack of L&D opportunities.¹⁶ Candidates are looking for opportunities in which they can grow, and detailing your L&D programs on your career site is proof that you value your employees' aspirations.

Collaboration in career websites

Career websites are historically owned by human resources (HR) departments but input is required from every business unit to ensure an accurate representation of departmental culture. If content is to be segmented based on department, you must have the participation of those leaders to create engaging and valid employment branding collateral.

And career websites with quality content and engaging technology elements require marketing expertise and technological aptitude to build and maintain. Following digital best practices and delivering a good user experience is key to capturing candidates' interest.

#27

Hilton

Meet Your Recruiter



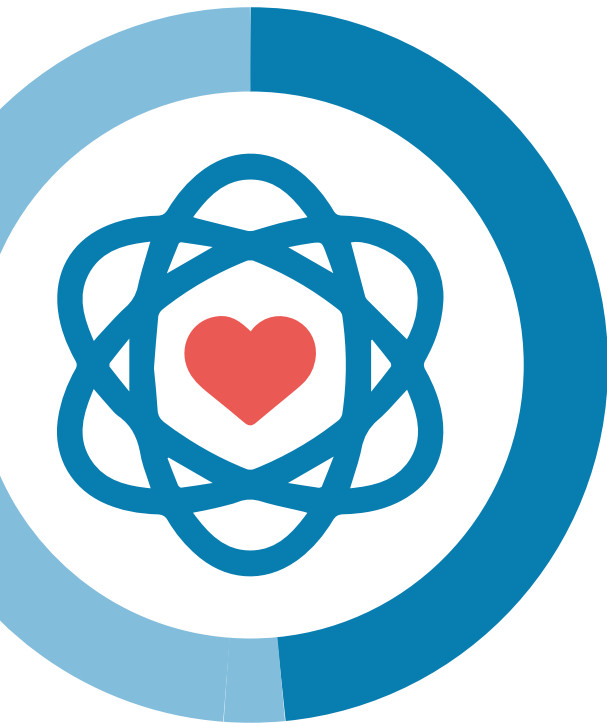
Some career websites make it easy for candidates to get in touch with talent acquisition teams by clearly listing recruiter contact information. **Hilton Worldwide Holdings (#27)** has a strategically placed "meet your recruiter" button to facilitate the conversation.

Summary

Your company career website should showcase your company culture, present your employee value proposition (EVP) and personify your employment brand. It must include personalization and cater to each niche audience, including specific business units and the contingent workforce.

Procter & Gamble's (#10) comprehensive career site has a region-specific virtual assistant that answers questions in multiple languages. This exemplifies how a multinational company is providing a personalized candidate experience.

The company has also created an employment campaign dubbed "Day 1." This theme runs throughout its entire site and prompts candidates to imagine their first day at the company. It has its own social media hashtag (#PGDay1) and links to current employees talking about their Day 1.



P&G

CISCO

Google

CDW

Walmart

Nationwide

18. www.thetalentboard.org/wp-content/uploads/2018/01/2017_Talent_Board_NAM_Research_Report_FINAL_180130.pdf

Candidate Experience

When it comes to showing candidates what an organization is all about, content is king. Real stories from current employees create transparency and improve the candidate experience. And unified content stands stronger. One cohesive messaging strategy across all formats and platforms gives candidates the confidence it's authentic.

CANDIDATE EXPERIENCE

- ✓ Percentage of employees that would recommend the company to a friend (10 points)
- ✓ Glassdoor culture and values rating (5 points)
- ✓ Glassdoor work/life balance rating (5 points)
- ✓ Glassdoor compensation and benefits rating (5 points)
- ✓ Glassdoor career opportunities (5 points)
- ✓ Company rating on Indeed (5 points)
- ✓ Consecutively recognized by CandE Awards (1 point)

There were no perfect scores for the Candidate Experience category, but the top 100 companies all scored 22 or more points out of a possible 36.

Employee reviews and candidate experience trends

Transparency

The 2019 Fortune 500 Employment Brand Report highlights the importance of transparency because candidates expect it. While every review on Glassdoor or Indeed may not be A-rated, candid reviews provide job seekers with genuine insights - those you should take to heart. This is the opportunity for you to improve upon the candidate and employee experience based on objective feedback.

Treat candidates like customers

Although it's not part of the Fortune 500, Virgin Media is a great example of an organization that treats its candidates like customers. In 2015, it was losing more than \$6 million annually in revenue because of a poor candidate experience.²⁰ Virgin Media overhauled its entire candidate experience process in 2016 - from remapping processes and efficiencies to redefining its employer value proposition and the messages each candidate should receive throughout the process. After this complete transformation, Virgin Media was able to tap into an additional \$7 million revenue stream.



46 percent of candidates who believe they've had a "negative" or "overall one-star" job seeker experience say they will take their alliance, product purchases and relationships elsewhere.¹⁹

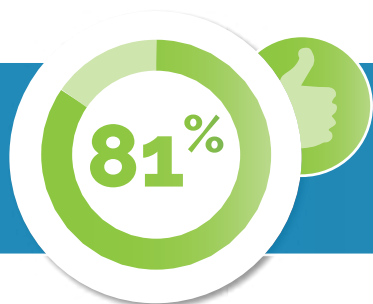
#2

salesforce

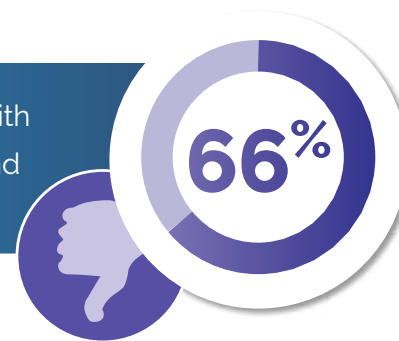
Salesforce (#2) has several endorsements from current employees on its career site so candidates can see what it's like to work there from multiple perspectives.

19. www.thetalentboard.org/article/2017-talent-board-candidate-experience-benchmark-research-reports/

20. www.inc.com/bryan-adams/how-virgin-media-plans-to-make-over-7-million-a-year-from-recruiting.html



Candidates share positive recruitment experiences with their inner circles more than 81 percent of the time and their negative experiences 66 percent of the time.²¹



Non-traditional interviews

The interview process has evolved as a result of candidate expectations. Examples include: holding interviews over lunch or dinner, hosting job auditions where candidates get paid to perform specific tasks, immersing job seekers in a virtual setting to test their aptitude and administering soft skill assessments to measure teamwork, or time management.

Because these non-traditional interview methods are informal and often take place in casual settings, it helps candidates relax and be themselves in the process. This will help you gain insight into how they'll be as an employee.

65 percent of candidates say a bad interview experience makes them lose interest in the job.²²

Learning and development

By 2020, there will be between 38 and 40 million fewer workers with college or postgraduate degrees.²³ As skills shortages continue, learning and development (L&D) strategies are vital for company survival. A strong L&D strategy is not only important for your company's prosperity but candidates are seeking organizations that will invest in their education and development as part of their career path.

L&D should be part of your succession and strategic workforce planning programs, particularly because technology is driving much of the change. Through the adoption of automated processes and the integration of artificial intelligence, workforce skills requirements will shift.

According to recent research, 54 percent of the workforce will need reskilling by 2022.²⁴ Organizations that integrate these learning initiatives into their processes now will be able to upskill their current workforces and stay ahead of any technology or industry changes.

Collaboration in employee reviews and candidate experience

Optimize the candidate experience

To execute an employment brand strategy that provides the best candidate experience, you should regularly conduct anonymous feedback surveys. Most job boards facilitate feedback from candidates and employees to rate the hiring process, but consider setting up your own implements that focus on specific pain points. And don't forget to do something with the data! Present it to leadership to make a case for employment brand investments.

Instead of putting all the responsibility on human resources (HR) teams to respond to online reviews on third-party sites, let the most relevant employee respond in their own words. It might be the hiring manager, receptionist or CEO. Be sure they sign the response with their name and title so it's clear who responded.

Referral programs

Nearly 30 percent of organizations have increased their use of referrals because of the current global skills shortage.²³ While HR teams are typically tasked with creating a referral program, including setting parameters and defining incentives, it's every employees' responsibility to market the organization to professional contacts. That's the only way a referral program works!

By providing rewards for employees to refer potential candidates, you incentivize them to make the connection. But, this only works if the current employee is satisfied at work. No one is going to refer candidates to your company if you provide a poor employee experience. (Bonus: Research has shown that referred employees tend to be more satisfied and more loyal.)

21. www.thetalentboard.org/press-releases/talent-board-2016-north-american-candidate-experience-research-report-now-available/

22. <https://business.linkedin.com/talent-solutions/blog/candidate-experience/2017/candidates-share-5-things-that-will-make-your-interview-process-stand-out>

23. www.mckinsey.com/featured-insights/employment-and-growth/the-world-at-work

24. www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf

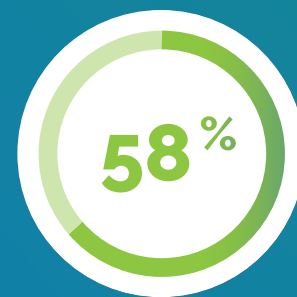
Companies with a successful employee advocacy program are 58 percent more likely to attract and 20 percent more likely to retain top talent. Proof that these plans are a vital part of any talent acquisition strategy.²⁵

Summary

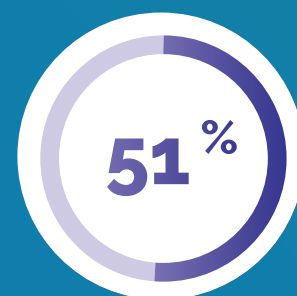
When it comes to employee reviews and candidate experience, the whole company must take responsibility: 1) All employees must contribute to building a positive employee experience at work. 2) Recruitment professionals must ensure every candidate journey starts off on the right foot. 3) Marketing teams must help employees tell genuine and engaging stories that encourage candidates to apply.

And, if one party lets their responsibility slip, employment branding efforts will fall flat. You've probably heard the saying, "An ounce of prevention is worth a pound of cure." This goes for employment reviews too.

If you don't give a candidate or employee a poor experience to post about, they won't have anything negative to say. Your candidate experience must be top notch or it risks negative reviews that dissuade candidates to apply. And poor employment experiences impact employee referral programs. After all, an individual who's had a bad experience won't recommend your company (for employment or patronage) to family or friends.



of job seekers said **regular and clear communication** creates a positive job application experience.²⁶



said **getting feedback, even if they were not successful**, creates a positive job application experience.²⁷

²⁵ www.hci.org/hr-research/talent-pulse-42-making-referral-programs-count-sourcing-quality-hires-through-employee.

²⁶ www.glassdoor.com/about-us/lack-of-information-about-compensation-is-the-biggest-frustration-for-u-s-workers-and-job-seekers-according-to-glassdoor-survey/

²⁷ www.glassdoor.com/about-us/lack-of-information-about-compensation-is-the-biggest-frustration-for-u-s-workers-and-job-seekers-according-to-glassdoor-survey/

Employee Experience

Workplace accolades validate your company's efforts to be a leader in your industry or create a positive candidate or employee experience, for example. Highlighting those achievements is proof your employment brand is genuine.

ACCOLADES

- ✓ *Most Admired List (2 points)*
- ✓ *Miscellaneous Accolades (5 points)*



To rank the accolades category, we looked at the number of honors a company was awarded in a calendar year and whether information about the award was accessible from the company's careers website. The methodology also took into consideration Fortune's Most Admired Companies list, which is one of the longest-standing annual corporate award programs.

Salesforce (#2), 3M (#7), Charles Schwab (#11) and PepsiCo (#52) achieved perfect scores in this category, however, more than half of the Fortune 500 failed to score any points at all.

Accolades trends

Internal satisfaction surveys

Many of the world's leading workplace accolades, such as "Great Places to Work," are based on employee feedback. So, regularly conducting internal satisfaction surveys will allow you to gauge how employees feel. Use this insight to improve your employee engagement efforts, then set your sights on awards that fit your employment brand.

Promote accolades

Candidates want to see an organization's award-winning qualities. And accolades help build trust that your employment brand is genuine. But candidates won't know about the awards if you don't tell them.

It's common for companies to issue press releases to get the message out about recent awards. This will gain you recognition in business publications, news outlets and through internet search results. But, publish details of accolades where candidates will notice them too. Post about the accolades on social media, perhaps including a best practice you used to gain recognition. **The Bank of New York Mellon (#73)** prominently displays its accolades on its career website, separating them into sections based on award type. "Employer awards" is a popular stop for would-be candidates interested in learning about the third-party endorsements.

Leading companies also understand the importance of local awards in addition to national and international awards. Regional award wins can cement brands as pillars in the local community.

Raytheon (#44) has won multiple global awards, as well as numerous regional honors. The global defense giant's headquarters is in Massachusetts, where it was recognized by the Massachusetts Health Council for having a healthy worksite.

Salesforce (#2), which has an office in Boston, was named one of Boston's top places to work and publicized this with a blog post, photos and social media campaign.²⁸

Collaboration in accolades

When it comes to company accolades, you must work holistically to draft nomination submissions. The submission processes – and the internal teams that own those processes – vary depending on the type of award.

But it's not just about winning. The process of putting a submission together will give you first-hand feedback from employees and the chance to view the business from a different perspective – especially as it relates to differentiation from your competitors.

Summary

Most candidates are fielding several job opportunities at once, and accolades may be what convinces candidates to take your offer over another. Awards are a point of differentiation because they offer candidates third-party validation of your employment brand.

Consider a variety of awards, like best places to work, corporate social responsibility (CSR) awards, fastest-growing companies, healthy workplaces, safe work environments, innovation in business, candidate experience awards and sustainability recognition.

And, remember, it's about more than issuing a press release. It's about your entire company contributing to and promoting the positive aspects of working at your organization. This is why your company won the award in the first place.

charles SCHWAB

Raytheon

3M



CSR

- ✓ *Grants and Donations (1 point)*
- ✓ *Community Outreach (1 point)*
- ✓ *Sustainability/Environmentally friendly (1 point)*
- ✓ *Corporate Ethics (1 point)*
- ✓ *Employee Well-Being (beyond basic benefits) (1 point)*
- ✓ *Gender Equality (1 point)*

Six percent of the Fortune 500 got full marks in this category.

Today's candidates prioritize corporate social responsibility (CSR) and some will walk away from a job offer if they believe the company doesn't align with their stance on environment issues and social activism priorities.

Furthermore, almost two-thirds of job seekers and employees say they conduct research to uncover if an organization's CSR claims are true. This figure jumps to more than three-quarters for those ages 18 to 35 – a critical demographic because this generation will comprise 50 percent of the global workforce by 2020.²⁹

CSR trends

Employee volunteering programs

Consider giving employees paid time off to volunteer with local charities. This is proof of an organization's willingness to give back without expecting a direct return. You can offer this opportunity during your slower time of year or around the holidays as a sign of appreciation for your employees.

This gesture creates a feeling of trust and goodwill among current employees and increases retention rates. A recent comparison of employees who participated in CSR programs and those who didn't, found that those who took part were up to 32 percent less likely to leave their jobs compared than their non-participating counterparts.³⁰

Going green

Environmental programs don't have to be elaborate, but candidates are seeking companies that take environmental stewardship seriously. Sixty-four percent of millennials consider a company's social and environmental commitments when deciding where to work.³¹

#19

Starbucks (#19) highlights its CSR perspective prominently on its career website, and candidates can learn more about each CSR initiative through their designated landing pages.



29. www.wilsonhcg.com/blog/industry-takeaways-the-top-100-f500-employment-brands.

30. www.conecomm.com/research-blog/2017-csr-study

31. www.conecomm.com/research-blog/2016-millennial-employee-engagement-study



of candidates and employees say when a company takes a vocal stand on social or environmental issues, they will do their research to uncover if its authentic – this includes 76 percent of 18- to 35-year-olds.³²

Initiatives you can easily incorporate into your company include providing reusable water bottles, having recycle bins in the office and encouraging staff to use eco-friendly commuting options such as public transportation, cycling or car sharing.

Ethical business practices

Ethical business practices ensure the wellbeing of staff and boost productivity by increasing loyalty and trust. This is not optional - and cannot be faked. Candidates and employees expect transparency so they can evaluate the genuineness of your business's behavior. In this world of technology, social media and interconnectedness, organizations that fall short of being ethical will be found out.

Collaboration in CSR

The best employers support community outreach programs that speak to their employees' passions. Leadership needs to allow CSR initiatives in the workplace, and employees have the responsibility of speaking up about causes close to their hearts. We're all accountable when it comes to CSR.

Employment branding teams must empower employees to document their good work so it can be shared. This will promote a genuine story of giving back. Include employee-generated videos and photos to accompany testimonials from participating employees and the beneficiaries of the charitable work. Shared via the right channels (in other words, where candidates are looking), will help promote the company's goodwill to the public.

Depending on the type of charitable gesture, a press release or other company-generated promotion (i.e., a social media campaign) may be in store. If it's a company-wide event, it generated a major monetary contribution or solves a widely publicized local problem, it may warrant additional promotion.

Another key responsibility within CSR is ethics training. For equality initiatives to be successful, you should educate your entire staff about business ethics, corporate governance, data protection, diversity and inclusion, health and safety, asset protection, and harassment and bullying, for example. While learning and development (L&D) is typically responsible for training, all employees must participate for it to work.

Strong CSR initiatives translate into a positive employee experience. Social awareness programs engage and retain employees, but they become "lip service" without leadership's involvement to integrate them into employees' day-to-day. And while the act of charitable initiatives is the goal, it didn't happen if no one knows. Highlighting it externally will help your company attract like-minded people.

Summary

Organizations must show candidates - and the public - they're genuine about giving back. It will help you rank as a top employer or standout business in their minds. These initiatives tell the true story of how an organization operates but putting its values into action.


By building CSR into your employment brand, candidates can easily seek you out as a potential employer. Align your initiatives with the values of employees for the best participation rates. And gain interest from potential candidates just as passionate about what your company supports.

Conclusion

With unemployment at its lowest level since 1975, it's a candidates' market. And they have an expectation of a hyper-personalized candidate experience. You can't blame them: Intelligent technology has infiltrated every aspect of their lives.

The talent acquisition process can have up to 15 touch points before candidates hit the "apply" button. So, it's your job to think about which touch points speak to your ideal candidates (e.g., benefits, culture, compensation, job boards, ethics) and encourage them to continue their candidate journey. After all, the goal is for them to apply for a role, and that will be more easily achieved with a seamless user experience.

While there are many elements to a successful employment brand, it doesn't have to be overwhelming to build and maintain. Here are some key takeaways, gleaned from the pages of this report, that you can put into action today:



More than five billion people are connected to the internet via mobile devices and this figure is set to reach 5.9 billion by 2025, which is equivalent to

71%
of the world's population³³

Build a genuine employment brand

To be viewed as an employer of choice, you must practice what you preach. Leadership not only has to buy into the employment brand, but encourage its continuous improvement. Everyone in the organization should understand the employment brand - and live and breath it. Most importantly, it needs to be authentic.

Transparency is key to building a genuine employment brand - because candidates will do their research. Consider embedding a live Glassdoor feed into your careers site to show candidates you embrace the truth. They'll find it anyway, and this will give them the opportunity to see how you've engaged any critics. It shows you know you're not perfect but you're constantly striving to be better.

Employers that genuinely care about their employees will reap the rewards as their workforces feel motivated and empowered. As a result, employers won't have to ask employees to share their stories; they will do it voluntarily. Invest in your staff, organize robust learning and development (L&D) strategies and provide employees the tools to exceed job expectations.

Leverage technology to provide individual candidate experiences

From artificial intelligence (AI) and virtual reality (VR) to gamification and data aggregation, there is an abundance of technology to help make your life as a recruitment professional easier.

On the flip side, candidates have a slew of technologies available to gain insight into your company values, operations and culture, so you must have a strong digital presence. In fact, half of candidates follow companies on social media to stay aware of jobs.³⁴ You can't control your entire digital presence, so take stock of what you can.

A hyper-personalized candidate experience ensures no one is left out. One billion people experience some form of disability, and disability-confident employers have access to wider talent pools, a broader customer base and inventive ways of doing business.

Accessible websites use color with caution, include transcripts and subtitles for videos and have an accessibility guide that details its accessibility. Some even have an accessibility service for job seekers requiring accommodations in the job application process.

33. www.gsma.com/newsroom/press-release/number-mobile-subscribers-worldwide-hits-5-billion/

34. <https://business.linkedin.com/talent-solutions/cx/17/08/inside-the-mind-of-the-candidate>

Plan for the long term

Employment branding should be a continuous initiative, not a project. Leading companies evolve it to align with employees' attitudes and improve its effectiveness to attract candidates. You should regularly collect feedback and use it to target areas that are lagging. And keep an eye on employment competitors to make sure you stand out from the pack.

As trends point to a more flexible workforce - one that consists of permanent, temporary, full-time, part-time, fixed-term and contractors - it's important to consider a total workforce approach when building your employment brand. This effort will also help you attract the type of talent you need during this global skills shortage.

In the long-term, consider what top talent wants out of an employer, including your culture, values, ethics, charitable endeavors, growth opportunities and employee experience. Remember, your employees are the essence of your employment brand.

Work together

It's not the human resources (HR) team's sole responsibility to build an organization's employment brand. You must recognize the importance of collaboration among leadership, marketing, branding, L&D, human resources and talent acquisition to define and promote your employment brand. The collective expertise will ensure every box gets checked - and is executed to the fullest extent.

And don't overlook the importance of participation from employees at every level of your company. It will drive authenticity and help you achieve maximum outreach. From promoting corporate social responsibility (CSR) efforts on social media to leveraging the newest intelligent technology on career websites - to fully operationalize a modern strategy, complete with personalized candidate engagement - organizations must execute a holistic approach to the employment brand.

About WilsonHCG

WilsonHCG is a multi-award winning global talent solutions provider that spans six continents and 40 countries. WilsonHCG helps businesses build modern workforce programs and offers a wide range of HR solutions including talent acquisition and talent management with additional services including executive search, tech, and employment brand consulting.

WilsonHCG is passionate about revolutionizing the way in which organizations think about talent acquisition because it believes that people are the most important aspect of any company.

Better People, Better Business®